SSHRC CRSH

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL

2010-11 Report on Plans and Priorities

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Minister of Industry

Social Sciences and Humanities Research Council of Canada
Conseil de recherches en sciences humaines du Canada
Canada

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MINISTER'S MESSAGE

Our government is committed to positioning Canada to exit the current downturn quickly and emerge stronger and more competitive in the global economy. In doing so, Industry Canada and its Portfolio partners will continue to play their key roles in increasing the country's capacity to create jobs and economic growth—for next year and the next decade.

While the recession originated beyond our borders, it had real consequences for Canadians and Canadian business. And despite improving conditions, there is work to be done. In 2010, a major focus will be completing the stimulus measures of Canada's Economic Action Plan (www.actionplan.gc.ca). Introduced in Budget 2009, the Plan's full effect will be felt in 2010-11, and its measures will help solidify the recovery.

Over this period, Industry Canada and its Portfolio partners will work with industries and sectors hit hardest by the recession. Initiatives will include activities to boost community economic development and to extend broadband infrastructure to underserved or unserved areas across the country. To build on the momentum gained through our past investments in science and technology, significant effort will be directed to shaping the knowledge-based economy.

Industry Canada will also focus on supporting business and industry to capitalize on emerging opportunities at home and abroad. Getting our economic frameworks right, through forward-looking policies, is central to ensuring Canada's place in the global marketplace. We remain committed to two-way trade and investment, which raises our capacity to create jobs and economic growth and provides for sustainable prosperity.

In 2010-11, the Social Sciences and Humanities Research Council of Canada (SSHRC) will provide students with fellowships and training opportunities, thereby contributing to the strength and flexibility of the workforce, and will award prestigious research chairs to expand our capacity in priority areas. It will fund research and build on prior investments in management, business, finance, the environment and northern communities. SSHRC will also renew its program architecture to further benefit society.

I will work with my colleagues, the private sector and other governments to advance the recovery and build the foundation for a strong, competitive economy.

It is my pleasure to present this year's *Report on Plans and Priorities* for the Social Sciences and Humanities Research Council.

Tony Clement
Minister of Industry

I. DEPARTMENTAL OVERVIEW

1.1 Raison d'être

Social sciences and humanities research advances knowledge and builds understanding about individuals and groups both in Canada and throughout the world. It informs us about who we are, how and where we live, what we create and why we act the way we do. In short, it tells us what it is to be human. Through research funded by the Social Sciences and Humanities Research Council (SSHRC), Canadians are better informed about themselves and the world around them.

In this way, the social sciences and humanities play an important role within Canada's science, technology and innovation system. SSHRC-funded researchers contribute to important developments in environmental, economic and wellness research. The work they do addresses the critical social, cultural and political issues facing Canadians, and leads to innovations in products, services and technology. SSHRC's strategic outcomes, linked to its ambitions of quality, connections and impact, help implement the federal science and technology (S&T) strategy, *Mobilizing Science and Technology to Canada's Advantage*. SSHRC supports:

1. People—creating a first-class research capacity in the social sciences and humanities to build a **People Advantage;**
2. Research excellence—creating new knowledge to heighten Canada's **Knowledge Advantage;**
3. Knowledge mobilization—facilitating the use of research to contribute to Canada's **Entrepreneurial Advantage;** and
4. The institutional environment—providing Canada with a strong setting for science and research, and helping it achieve **world-class excellence.**

SSHRC also actively contributes to the S&T strategy's priority research areas and activities. SSHRC's support for people, research and knowledge mobilization ensures a strong supply of expertise to a broad spectrum of disciplines, including law, design, marketing, finance and business. These experts draw on their training in the social sciences and humanities and on the results of the latest research to translate knowledge into commercial applications.

SSHRC researchers are further engaged in work related to many of the subpriorities identified by the Science, Technology and Innovation Council in 2008. Areas of application include research about water supply and security, climate change adaptation, new media and communications, the Arctic, and Canada's aging population.

Consistent with the S&T strategy, SSHRC encourages partnerships and increasingly supports researchers working with their counterparts from other disciplines, including engineering and the natural and health sciences, and from other branches of the economy, such as the private, public and not-for-profit sectors. An enhanced ability to support collaborative research is one of the key goals of SSHRC's program architecture renewal, now underway.

1.2 Responsibilities

SSHRC is an agency that reports to Parliament through the Minister of Industry. It was created through an act of Parliament in 1977 and was mandated to:

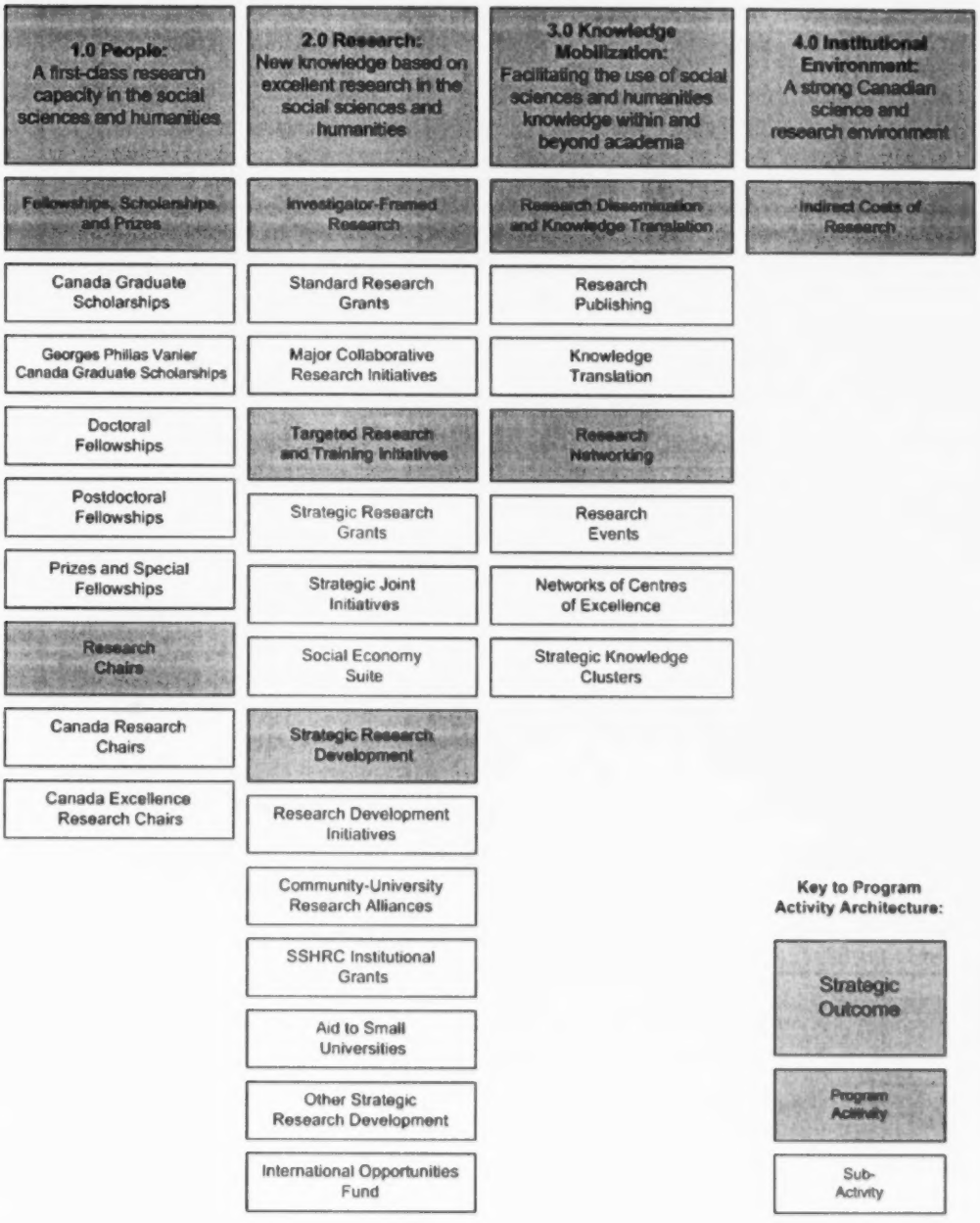
- promote and assist research and scholarship in the social sciences and humanities; and
- advise the Minister in respect of such matters relating to such research as the Minister may refer to the Council for its consideration.

To fulfill this mandate, SSHRC runs programs that provide Canadian researchers with grants, scholarships and fellowships, observing the terms of the federal Policy on Transfer Payments. SSHRC is also responsible for administering the following tri-agency programs on behalf of the Natural Sciences and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR):

- the Canada Research Chairs Program;,
- the Canada Excellence Research Chairs Program; and
- the Indirect Costs Program.

Lastly, SSHRC works with Industry Canada and with NSERC and CIHR to support Networks of Centres of Excellence initiatives.

1.3 Strategic Outcomes and Program Activity Architecture for 2010-11


1.0 People: A first-class research capacity in the social sciences and humanities
2.0 Research: New knowledge based on excellent research in the social sciences and humanities
3.0 Knowledge Mobilization: Facilitating the use of social sciences and humanities knowledge within and beyond academia
4.0 Institutional Environment: A strong Canadian science and research environment
Fellowships, Scholarships and Prizes
Investigator-Framed Research
Research Dissemination and Knowledge Translation
Indirect Costs of Research
Canada Graduate Scholarships
Georges Philias Vanier Canada Graduate Scholarships
Doctoral Fellowships
Postdoctoral Fellowships
Prizes and Special Fellowships
Research Chairs
Canada Research Chairs
Canada Excellence Research Chairs
Standard Research Grants
Major Collaborative Research Initiatives
Targeted Research and Training Initiatives
Strategic Research Grants
Strategic Joint Initiatives
Social Economy Suite
Strategic Research Development
Research Development Initiatives
Community-University Research Alliances
SSHRC Institutional Grants
Aid to Small Universities
Other Strategic Research Development
International Opportunities Fund
Research Publishing
Knowledge Translation
Research Networking
Research Events
Networks of Centres of Excellence
Strategic Knowledge Clusters
Key to Program Activity Architecture:
Strategic Outcome
Program Activity
Sub-Activity

Note: Internal Services is a separate program activity, but is not linked to a strategic outcome. Activities falling under Internal Services include:

- Governance and Management Support;
- Resource Management Services; and
- Asset Management Services.

1.4 Program Activity Architecture Crosswalk

The title of Program Activity 1.2, "Canada Research Chairs," has been changed to "Research Chairs" to make it more generic and to allow it to accommodate two sub-activities: the Canada Research Chairs and the Canada Excellence Research Chairs. Approval from Treasury Board was received in May 2009.

	Program Activities 2009-10 (former)
Program Activities 2010-11 — Planned spending 2010-11* ($ millions)	1.2 Canada Research Chairs
1.2 Research Chairs	61*

*Note: Amount based on 2010-11 planned spending (2010-11 Main Estimates).

1.5 Planning Summary

Reductions in planned spending, observable in the tables below, reflect a lowering of ongoing reference levels—the outcome of SSHRC's 2008-09 participation in a strategic review exercise designed to introduce efficiencies and reduce duplication of effort across federal departments.

Financial Resources ($ millions)

2010-11	2011-12	2012-13
678.5	666.6	660.8

Human Resources (full-time equivalents, or FTEs)

2010-11	2011-12	2012-13
227	227	227

1.6 Planning Summary Tables

Strategic Outcome 1.0: People—A first-class research capacity in the social sciences and humanities					
Program Activity	Forecast Spending 2009-10 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2010-11	2011-12	2012-13	
1.1 Fellowships, Scholarships and Prizes	116.8	118.3	117.1	113.6	An innovative and knowledge-based economy
1.2 Research Chairs	61.5	61.0	61.0	61.0	An innovative and knowledge-based economy
Total Planned Spending		179.3	178.1	174.6	

Strategic Outcome 2.0: Research—New knowledge based on excellent research in the social sciences and humanities					
Program Activity	Forecast Spending 2009-10 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2010-11	2011-12	2012-13	
2.1 Investigator-Framed Research (theme area and subject defined by researcher[s])	84.8	82.0	80.2	80.2	An innovative and knowledge-based economy
2.2 Targeted Research and Training Initiatives	23.2	19.8	19.1	18.2	An innovative and knowledge-based economy
2.3 Strategic Research Development	26.8	26.3	25.9	25.9	An innovative and knowledge-based economy
Total Planned Spending		128.1	125.2	124.3	

Strategic Outcome 3.0: Knowledge Mobilization—Facilitating the use of social sciences and humanities knowledge within and beyond academia					
Program Activity	Forecast Spending 2009-10 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2010-11	2011-12	2012-13	
3.1 Research Dissemination and Knowledge Translation	7.8	7.2	7.6	7.6	An innovative and knowledge-based economy
3.2 Research Networking	25.1	24.9	24.9	23.5	An innovative and knowledge-based economy
Total Planned Spending		32.1	32.5	31.1	

Strategic Outcome 4.0: Institutional Environment—A strong Canadian science and research environment					
Program Activity	Forecast Spending 2009-10 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2010-11	2011-12	2012-13	
4.1 Indirect Costs of Research	324.8	322.4	314.7	314.7	An innovative and knowledge-based economy
Total Planned Spending		322.4	314.7	314.7	

Program Activity 5.0: Internal Services					
Program Activity	Forecast Spending 2009-10 ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
		2010-11	2011-12	2012-13	
5.1 Internal Services	17.2	16.6	16.1	16.1	
Total Planned Spending		16.6	16.1	16.1	

1.7 Contribution of Priorities to Strategic Outcomes

Operational Priority	Type	Links to Strategic Outcomes (SOs)	Description
Strengthen the excellence of Canadian research and research training in the social sciences and humanities through improved research funding programs and processes	New	SO 1.0 SO 2.0	**Why is this a priority?** SSHRC values and strives for excellence. The Council funds scholars with stellar research records alongside newer researchers and students showing exceptional promise, with the goal of enhancing Canada's overall research capacity. SSHRC funds research projects that are relevant, innovative and demonstrate a strong likelihood of resulting in a significant advancement in knowledge. As part of its program architecture renewal, SSHRC is reviewing its suite of programs, its peer review processes and its methods of program delivery to improve their ability to adapt to the evolving context for research, and to further contribute to Canada's People and Knowledge advantages. **Plans for meeting the priority** – Renew SSHRC's suite of funding programs.

Expand opportunities for collaborative knowledge-building on issues of importance to Canadians	New	SO 2.0	**Why is this a priority?** As was noted in the Science, Technology and Innovation Council's *State of the Nation 2008* report, there is growing evidence that the innovation system depends on linkages created between different researchers and research-performing institutions and sectors. These linkages intensify the research process and lead to better outcomes. To enhance its contribution to the innovation system and fulfill commitments stemming from the S&T strategy, SSHRC will further align and harmonize its programs, procedures and policies with those of the other federal research granting councils (NSERC and CIHR) and the Canada Foundation for Innovation. **Plans for meeting the priority** — Enhance tri-agency collaboration, harmonization and alignment of programs, procedures and policies.

Facilitate the use of social sciences and humanities knowledge within and beyond academia	Ongoing	SO 3.0	**Why is this a priority?** SSHRC contributes to Canada's Entrepreneurial Advantage by helping to make the knowledge resulting from funded research available to those who can benefit from it. By facilitating knowledge mobilization, SSHRC creates connections and intensifies the intellectual, social and economic impact of research and research training. Moving forward, SSHRC will act to ensure that the results achieved by researchers are documented and described in a way that is comprehensive, timely and fully informative. **Plans for meeting the priority** — Improve reporting on results and impacts of SSHRC investments.

Management Priority	Type	Links to Strategic Outcome(s)	Description
Strengthen corporate management	Ongoing	SO 1.0 SO 2.0 SO 3.0 SO 4.0	**Why is this a priority?** Since 2006, SSHRC has been improving its corporate management, strengthening its governance structure, reconfiguring Council committees and aligning its internal governance with an integrated corporate management framework. These changes are enabling a more streamlined and rigorous approach to corporate planning and will enhance SSHRC's effectiveness as an organization that serves the needs of Canadians. Moving forward, SSHRC will ensure that its human resources and financial planning are integrated into these strengthened management processes. **Plans for meeting this priority** – Strengthen integrated planning and management practices.

1.8 Risk Analysis

SSHRC has adopted an integrated risk management framework, which takes a holistic and systematic approach to managing strategic, operational and project risk. The approach involves five basic steps: 1) identifying risk, 2) analyzing risk, 3) prioritizing risk, 4) resolving or mitigating risk, and 5) monitoring risk. Responsibility for corporate risk management at SSHRC is centred with the Corporate Internal Audit Division.

While SSHRC administers a significant budget—roughly $350 million for SSHRC programs and $325 million for the Indirect Costs Program—the overall level of risk to the organization and to the safety and security of the Canadian public is low. The key risk area for the agency is ensuring the quality, credibility and viability of decision-making for the allocation of funding. SSHRC allocates 96 per cent of its total budget to transfer payments (grants and scholarships) in support of research and graduate training in the social sciences and humanities. Decisions about awards for most programs are based on recommendations from committees of experts and peers actively engaged in research of their own. This peer review process places emphasis on the quality of the proposed research and the track record of the researcher. Peer reviewers are not used for the Indirect Costs Program, which uses a formula to calculate the funding allocations for eligible institutions.

It is crucial for the Council's credibility that the decision-making process be transparent and rigorous. In order to maintain its reputation as a world leader in the expert evaluation of funding proposals, SSHRC invited a blue-ribbon panel to assess the quality and integrity of the Council's peer review processes. The prestigious panel was composed of international experts in merit review. Its mandate was to examine all aspects of the peer review process, including: the selection of assessors and adjudication panels, the guidance offered to these panels, and the role of observers. The panel was also asked to review the policies and practices in place to protect the integrity of SSHRC's peer review process and the principles that guide it.

The panel's final report acknowledged the very high peer review standards upheld by SSHRC, and recommended ways of ensuring that SSHRC will be able to continue to rely on engaged experts and peers to provide reviews of proposals. The Council is implementing an action plan in response to the report. As the peer review assessment exercise has coincided with SSHRC's program architecture renewal process, it also offers the Council an opportunity to consider how best to tailor its peer review practices to the more flexible program offerings being proposed.

SSHRC has the appropriate tools in place to manage the risks associated with providing grants to research-performing institutions and having institutions administer the grants awarded to researchers. Institutions eligible for funding and capable of administering awards must sign a tri-agency memorandum of understanding (MOU) that outlines the basic requirements for obtaining and maintaining such eligibility, and lays out the institution's responsibilities for managing grants and reporting on the use of public funds. Signing the MOU commits institutions

to facilitating the on-site financial monitoring visits conducted by SSHRC and the other granting agencies.

The MOU also states that institutions must have structures in place to assess whether the research to be conducted will be performed ethically, with due regard to human subjects, animals, biohazards, and conflicts of interest. Institutions are further required to monitor the research being conducted to assure continued compliance. SSHRC has the ability to impose sanctions should the MOU be violated.

Additional risks faced by SSHRC are similar to the day-to-day risks for other organizations. These are the risks associated with such things as financial and human resource management and information management. SSHRC monitors these areas and ensures that effective risk-mitigation strategies are in place and updated as required.

SSHRC recognizes the need to practice proactive risk management, and is integrating risk management into all its operations. In 2009, SSHRC undertook an exercise to assess the applicability and continued relevance of its corporate risk strategies. The exercise demonstrated SSHRC's commitment to effective and responsible corporate oversight, and led to the refinement and renewal of the Council's risk processes.

1.9 Expenditure Profile

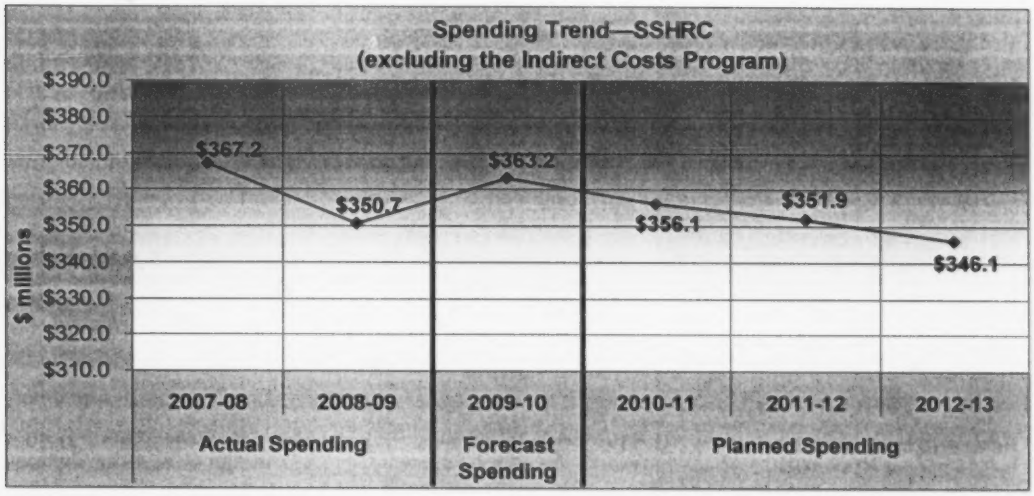
For the 2010-11 fiscal year, SSHRC plans to spend $678.5 million to meet the expected results of its program activities and to contribute to its strategic outcomes.

The graphs below illustrate SSHRC's actual and planned expenditures from 2007-08 to 2012-13.

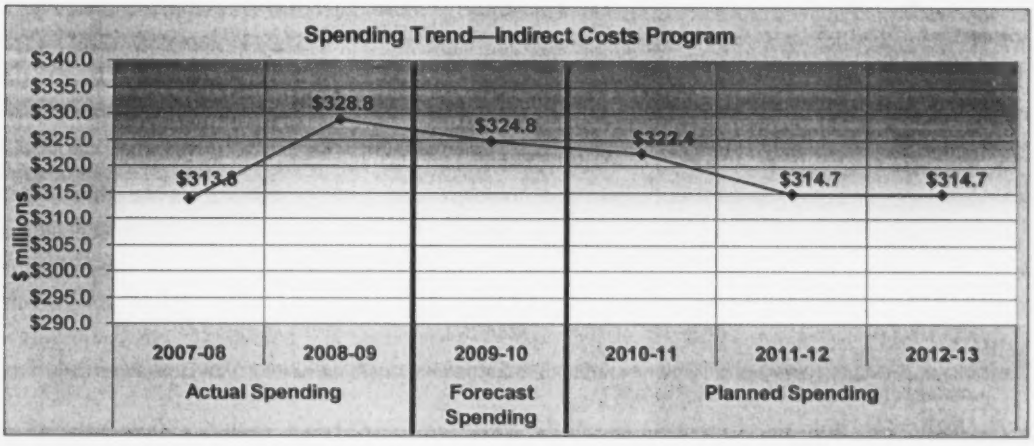
In both graphs, spending for 2007-08 and 2008-09 represents the total authorities dispersed as reflected in the Public Accounts of Canada. For 2009-10, the forecast spending amounts indicated on the graph include all parliamentary appropriations: main estimates, supplementary estimates and carry-forward. For 2010-11 to 2012-13, planned spending includes the figures from the 2010-11 Annual Reference Level Update plus anticipated funding being requested through the supplementary estimates.

SSHRC received ongoing funding in Budget 2008 and additional funding in Budget 2009 that was limited to 2009-10 and 2010-11. As noted previously, in 2008-09, SSHRC completed a strategic review exercise that resulted in reductions to ongoing reference levels. These changes in funding have resulted in a trend of decreasing reference levels over the 2009-10 to 2012-13 period.

SSHRC expenditures, actual and planned, 2007-08 to 2012-13



SSHRC expenditures related to the Indirect Costs Program, actual and planned, 2007-08 to 2012-13



1.10 Voted and Statutory Items

($ millions)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2009-10 Main Estimates	2010-11 Main Estimates
80	Operating expenditures	23.0	23.7
85	Grants and contributions	627.2	648.8
(S)	Contributions to employee benefit plans	2.4	2.5
	TOTAL	652.6	674.9

Notes:

1) As a result of the previously mentioned strategic review exercise, SSHRC's operating main estimates decreased in 2010-11 relative to the 2009-10 main estimates. These decreases were, however, offset by increases resulting from the signing of a new compensation agreement and delayed adjustments stemming from Budget 2008. The net result was an overall increase.

2) Due to rounding, the sum of the values may not equal the total indicated.

II. ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

2.1 Strategic Outcome 1.0: People—A first-class research capacity in the social sciences and humanities

It is widely recognized that for Canada to gain economic advantage and become a truly innovative nation, we need skilled people who can succeed in a knowledge-based global society. SSHRC's first strategic outcome focuses squarely on ensuring that Canada is able to develop the research capacity our country needs to succeed in the 21st century. SSHRC awards fellowships and scholarships to promising students at the master's, doctoral and postdoctoral levels to train the knowledge-workers of tomorrow. It bestows prestigious research chairs in the social sciences and humanities to attract and retain top researchers. It also offers prizes to recognize and inspire the highest standards of scholarship.

Program Activity 1.1: Fellowships, Scholarships and Prizes

Fellowships, Scholarships and Prizes	
Description (as per Program Activity Architecture, or PAA)	SSHRC offers several award programs for advanced study and research in the social sciences and humanities at the master's, doctoral and postdoctoral levels. These programs help train Canada's researchers and the leaders of tomorrow. In addition, SSHRC offers special fellowships to experienced researchers, and supplementary awards to outstanding doctoral and postdoctoral fellowship recipients. Finally, two commemorative prizes recognize the extraordinary dedication and creativity of Canada's best researchers.
Expected results (as per Performance Management Framework, or PMF)	Highly qualified personnel, expert in research, available to pursue various knowledge-intensive careers in universities, industry, government and other sectors.

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
19	118.3	19	117.1	19	113.6

Note: Please see the planning summary in section 1.5 and the expenditure profile in section 1.9 for an explanation of reductions in planned spending.

Planning Highlights

- **Vanier Canada Graduate Scholarships:**
    - Together with NSERC and CIHR, SSHRC will continue to implement the federal government's flagship Vanier Canada Graduate Scholarships program, announced in Budget 2008.
- **Joseph-Armand Bombardier Canada Graduate Scholarships:**
    - SSHRC will continue its assessment of this program and its terms and conditions using information gleaned from the recent evaluation of the program. In conjunction with NSERC and CIHR, SSHRC will work to further streamline Canada Graduate Scholarships program delivery.
- **Business-Related Canada Graduate Scholarships:**
    - As part of the continuing implementation of Canada's Economic Action Plan, SSHRC will award an additional 200 master's scholarships in the 2010-11 Canada Graduate Scholarships competition to students undertaking business-related degrees.
- **Canada Graduate Scholarships—Michael Smith Foreign Study Supplements:**
    - SSHRC will award its allocation of 125 Michael Smith Foreign Study Supplements for 2010-11.

Benefits for Canadians

Canadians benefit from this program activity in direct and indirect ways. The students who receive awards are provided with financial support that allows them to pursue their studies and research. They also gain the skills and knowledge they require to enter either academia or the broader workforce. A skilled workforce also benefits Canada more broadly, as it is essential for growing the knowledge-based economy and securing a better quality of life for all.

Program Activity 1.2: Research Chairs

Research Chairs	
Description (as per PAA)	Chairs programs support faculty positions within postsecondary and research institutions by providing funding for salaries and research activities. Chairs programs serve to attract the best and most productive researchers to Canada, and to retain those already here. In turn, these top researchers attract and support the best and most promising new scholars and graduate students. Ultimately, this helps to cultivate centres of world-class research excellence at Canadian universities, and to brand Canada as a top destination for research.
Expected results (as per PMF)	World-class researchers are attracted to enhance research capacity in Canadian universities and research institutes, and to build critical mass of expertise in priority S&T areas.

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
15	61.0	15	61.0	15	61.0

Planning Highlights

- **Canada Excellence Research Chairs:**
  - The first recipients of these prestigious chairs will be announced in 2010. Award recipients will establish top-calibre research teams at Canadian universities.
- **Canada Research Chairs:**
  - The recommendations of the 10th-year summative evaluation will be analyzed and program changes will be made as necessary. The evaluation will also inform the renewal of the program's terms and conditions, which expire in 2011.

Benefits for Canadians

Canada's future prosperity depends on its ability to attract the highest calibre of researchers to the country, and to retain outstanding scholars already residing here. The Canada Research Chairs and Canada Excellence Research Chairs programs support universities in their efforts to engage researchers with intellectual ambition, a commitment to training, and a recognized potential to make major discoveries and/or significantly advance their field.

The chairs programs are helping to develop a strong research and development capacity in Canada, a key characteristic of a successful nation. Chairs in areas that fall specifically within SSHRC's mandate generate knowledge and promote understanding of Canada's economic, social and cultural life, both past and present; offer students the chance to develop the analytical, creative and communication skills they need to succeed in today's competitive world; and maintain crucial linkages to global research networks.

2.2 Strategic Outcome 2.0: Research—New knowledge based on excellent research in the social sciences and humanities

SSHRC's investments in research result in the creation of new knowledge. As Canada increasingly recognizes the importance of knowledge as a commodity, and as world economies become increasingly knowledge-based, SSHRC's research achievements are particularly significant.

Just as the S&T strategy reflects the federal government's commitment to supporting "basic research across a broad spectrum of science," as well as "applied research in areas of strength and opportunity," SSHRC's program activities in support of investigator-framed research and targeted and strategic research advance both elements of the science, technology and innovation agenda. Grants awarded to top researchers build a store of knowledge that will allow Canada to respond to the forces of change, be they social, economic or political. Specific investments, such as those addressing Canada's Northern Strategy or aiming to improve business practices in Canada, illustrate SSHRC's commitment to advancing the government's vision and change agenda to benefit Canadians. Looking forward, SSHRC is enhancing its ability to support science and innovation through programming offered in partnership with the private, public and not-for-profit sectors.

Program Activity 2.1: Investigator-Framed Research

Investigator-Framed Research	
Description (as per PAA)	SSHRC research grants support individual and team projects and programs of research for which the applicant(s) proposes/propose the research topic and methodology. These range from individuals or small groups working in libraries and archives to large, multidisciplinary, collaborative projects with researchers, partners and assistants conducting fieldwork across the country.
Expected results (as per PMF)	Investigator-framed research creates a synergy contributing to observable knowledge advancement and dissemination of research results throughout the academic community and beyond.

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
34	82.0	34	80.2	34	80.2

Note: Please see the planning summary in section 1.5 and the expenditure profile in section 1.9 for an explanation of reductions in planned spending.

Planning Highlights

- **Standard Research Grants:**
  - SSHRC's evaluation of the Standard Research Grants program will be completed and response and action plan will be developed that takes into consideration both the recommendations of the evaluators and the overall aims of the program architecture renewal process. Ensuring that the program is suitably flexible and responsive to the needs of applicants will be paramount.
  - SSHRC will make further improvements to its peer review practices consistent with the action plan developed in response to the International Blue Ribbon Panel's recommendations.
- **Major Collaborative Research Initiatives:**
  - SSHRC will undertake an evaluation of the Major Collaborative Research Initiatives (MCRI) program in 2010-11.

Benefits for Canadians

As part of the Investigator-Framed Research program activity, Standard Research Grants are awarded both to researchers working individually and in small teams. These grants support the development of knowledge in all domains of the social sciences and humanities, from education to economics, fine arts to philosophy, linguistics to law. This knowledge helps Canadians understand and deal with complex and pressing social, cultural, intellectual and economic issues.

Investigator-framed research is also frequently policy-relevant. The MCRI program in particular enables the use of research by policy-makers. During the course of these research projects, Canadian and international university-based scholars representing many disciplines work with stakeholders from government and other sectors to advance understanding and better social conditions. MCRI researchers have addressed issues such as, for example, appropriate domestic public policy in the context of globalization and governance of multicultural and multiethnic states. Another, ongoing project has to do with intellectual and cultural property issues—a timely and important concern for Canadians living in the digital age.

The research supported through investigator-framed research also benefits students from the undergraduate to the postdoctoral level by virtue of their direct participation in grant activities. Approximately 40 per cent of the funding received through investigator-framed research grants is paid to students providing research assistance. Students also benefit from the rich collaborative and cooperative learning environment created when projects are ongoing.

Program Activity 2.2: Targeted Research and Training Initiatives

Targeted Research and Training Initiatives	
Description (as per PAA)	SSHRC develops and funds programs to support strategic research programs, both on its own and in partnership with other fund providers, including government, private and community organizations. These programs generate new knowledge on pressing social, economic and cultural issues of particular importance to Canadians. One particular stream of strategic programs supports research that will contribute to better understanding of the impacts of the knowledge-based economy on Canada's economic, social, political and cultural life, and will help to improve Canadians' ability to influence the future for the common good.
Expected results (as per PMF)	Excellent SSHRC-funded research targeted in areas of importance to Canadians (as defined by SSHRC, in consultation with the research community and various stakeholders).

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
14	19.8	14	19.1	14	18.2

Note: Please see the planning summary in section 1.5 and the expenditure profile in section 1.9 for an explanation of reductions in planned spending.

Planning Highlights

- **Management, Business and Finance:**
  - Funds for research in management, business and finance, first announced in Budget 2007, will in 2010-11 be directed towards research addressing the themes of innovation, leadership and prosperity. The three identified themes will be priorities as SSHRC renews its program architecture. Research conducted by university-based researchers working collaboratively with their private sector partners will be particularly encouraged.

- **Canadian Environmental Issues:**
    - SSHRC will monitor the progress of the grantees who received funding allocated in Budget 2008 to pursue research touching on several of the Science, Technology and Innovation Council's S&T subpriorities (eligible topics included climate change impact, mitigation and adaptation; energy and natural resources; water; and the environmental impact of new technologies such as nanotechnology and biotechnology).
- **Northern Communities:**
    - SSHRC will monitor the progress of grantees who received funding allocated in Budget 2008 to pursue research on themes related to Canada's Northern Strategy.
- **Strategic Joint Initiatives:**
    - SSHRC, along with NSERC, CIHR and the International Development Research Centre (IDRC), will co-manage the International Research Initiative on Adaptation to Climate Change. The program is designed to advance knowledge, shape policy, mentor students, facilitate networking and help Canada develop capacity in this crucial area.
    - SSHRC will also collaborate with NSERC, the Canada Foundation for Innovation, National Research Council Canada, and the Canada Research Chairs Program to co-manage Automotive Partnership Canada. This program will support significant research and development activities benefiting the Canadian automotive industry.

Benefits for Canadians

Targeted research and training initiatives allow researchers to conduct timely research on topics of social, economic, cultural or intellectual interest to Canadians. Research priorities are redefined as appropriate to respond to Canada's current needs and to maximize the utility of research results. For example, in 2010-11 SSHRC will emphasize the three themes of innovation, leadership and prosperity, as business leaders have pointed to the need for entrepreneurs to refine and develop their business strategies, and because Canada has been shown to lag behind other countries in its capacity and propensity to innovate. In this way, SSHRC supports the federal government's innovation agenda and works to benefit all Canadians.

Some components of the Targeted Research and Training Initiatives program activity also contribute to the development of research capacity in key subject areas; in geographic regions, such as the North; or among specific groups. Currently, artist researchers are supported by the Research/Creation Grants in Fine Arts program; scholars working with information and communications technologies are supported by Image, Text, Sound and Technology research, workshop and summer institute grants; and aboriginal scholars and the aboriginal community are benefiting from the capacity-building Aboriginal Research program, which offers both

development and research grants. Developing analytical skills and the aptitude for enquiry is important if Canada is to have a successful knowledge-based economy.

Program Activity 2.3: Strategic Research Development

Strategic Research Development	
Description (as per PAA)	Strategic grants through programs in this program activity are available to faculty, postsecondary institutions, scholarly associations and non-profit organizations to explore, develop and define new perspectives, challenges, and priorities in conducting research, in disseminating research results, and in training new researchers. Strategic research development programs also help develop related research capacity through the promotion of new modes of research collaboration and partnerships.
Expected Results (as per PMF)	Research institutions are supported to conduct research development. New research and new researchers are attracted in strategic and targeted areas.

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
8	26.3	8	25.9	8	25.9

Note: Please see the planning summary in section 1.5 and the expenditure profile in section 1.9 for an explanation of reductions in planned spending.

Planning Highlights

- **International Research Collaboration:**
  - Along with its partners, the National Endowment for the Humanities (United States), the National Science Foundation (United States) and the Joint Information Systems Committee (United Kingdom), SSHRC will monitor the initial outcomes of the first Digging into Data Challenge. The initiative promotes cyberscholarship, tasking researchers with developing innovative techniques for mining and managing large-scale data sets.
  - SSHRC, with IDRC, will continue to monitor the outcomes of the first International Community-University Research Alliances. The program was launched last year. It proved very popular and resulted in the funding of four innovative projects tackling crucial socio-economic issues facing both Canada and low- and middle-income countries.

- An evaluation of the well-received International Opportunities Fund initiative will be completed jointly with an evaluation of SSHRC's involvement in BOREAS: Histories from the North—Environment, Movements, Narratives. The latter was an initiative of the European Science Foundation. Evaluation results will be used to develop new strategies for encouraging international collaboration among researchers and between international granting agencies.

Benefits for Canadians

The Strategic Research Development program activity helps researchers explore new methods and lines of inquiry, and develop new perspectives, new partnerships and new international opportunities. In this way, the program activity inspires an entrepreneurial spirit among researchers, paving the way for future breakthroughs.

This program activity also leads to more immediate outcomes. Programs like the Community-University Research Alliances (CURA) program allow researchers to develop solutions to pressing social, cultural and economic issues facing Canada and the world. Projects have addressed issues important to Canada, such as the recuperation of Dene language and culture, the implementation and evaluation of aboriginal curricula, and the long-term implications of casual work. One past CURA project addressed the best means of preserving digital records. The research for this latter project, which was recognized internationally, is also pertinent to Canada—a country poised to embark on a comprehensive digital strategy. The International CURA program, offered in conjunction with IDRC, will help build knowledge and forge social and economic ties between Canada and certain low- and middle-income countries. Included among eligible countries are several emerging economies.

2.3 Strategic Outcome 3.0: Knowledge Mobilization—Facilitating the use of social sciences and humanities knowledge within and beyond academia

A knowledge-based society requires effective and productive interaction and collaboration between those who perform research and those who use it. SSHRC's support of knowledge dissemination, translation and outreach creates connections between the research community and the larger community, allows for fruitful exchanges and the cross-fertilization of ideas, fosters an entrepreneurial attitude and will help Canada continue its transition to a knowledge-based society.

Program Activity 3.1: Research Dissemination and Knowledge Translation

Research Dissemination and Knowledge Translation	
Description (as per PAA)	This program activity supports the effective dissemination of social sciences and humanities research results, both within and beyond academia. Through grants to researchers and research institutions, it helps to ensure that research results are accessible to potential users, through both dissemination and engagement activities. Accessibility includes both the availability of research results to a range of audiences through publications (research publishing), as well as the tailoring of research results to the needs of potential users (knowledge translation).
Expected results (as per PMF)	Effective dissemination of research results both within and beyond academia.

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
3	7.2	3	7.6	3	7.6

Planning Highlights

- **Knowledge Mobilization Strategy:**

  SSHRC will implement its Knowledge Mobilization Strategy, focusing on:

  - improving knowledge mobilization guidelines, adjudication criteria and program design for its full suite of funding programs, including those refined and revised as part of the program architecture renewal exercise; and
  - facilitating the use and development of tools to allow scholars and the public to effectively access research results in the social sciences and humanities.

- **Public Outreach:**

  - SSHRC will also work to ensure that researchers undertaking studies in areas of strategic importance to Canada (the environment; the North; business, innovation and leadership) have opportunities to engage creatively with the broader public in the ways described below, sharing knowledge and enhancing the process by which research is put to use.

Benefits for Canadians

SSHRC's support of knowledge dissemination and translation ensures that peer-reviewed research results are made available to academics, stakeholders and other interested parties promptly and through a variety of means. Canadian and international policy-makers, business and community leaders, educators, media representatives, and countless others benefit from SSHRC-funded activities such as workshops, policy briefs, public debates, interactive technology and software / Internet tools development, and artistic exhibitions and performances. The goals of these activities are to enhance access to, and maximize the impact of, social sciences and humanities research.

Program Activity 3.2: Research Networking

Research Networking	
Description (as per PAA)	This program activity supports interactions between researchers (in academia and other sectors) and between researchers and users of research results (in a range of sectors). These interactions enable researchers, research trainees and others to share and collaborate on research plans and results. Research networking is an important part of the research enterprise that is difficult to fund through traditional research grants. Dedicated funding for networking activities acknowledges its important role in fostering high-impact research and innovation. Research networking is supported through grants to researchers and research institutions to fund both discrete events such as conferences and workshops as well as more sustained collaborative relationships such as research networks and clusters.
Expected Results (as per PMF)	Researchers interact and work with each other, across disciplines and sectors, and with potential users of research in a range of sectors outside of academia in the public, private and not-for-profit sectors.

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
3	24.9	3	24.9	3	23.5

Note: Please see the planning summary in section 1.5 and the expenditure profile in section 1.9 for an explanation of reductions in planned spending.

Planning Highlights

- **Aid to Research Workshops and Conferences in Canada:**
    - SSHRC will integrate dedicated funding for events into its renewed program architecture.
- **Networks of Centres of Excellence:**
    - SSHRC will work to deepen the involvement of social science and humanities scholars in the suite of Networks of Centres of Excellence programs.
- **Strategic Knowledge Clusters:**
    - SSHRC will continue to monitor the outcomes stemming from its investments to facilitate the development of research networks, or "clusters."

Benefits for Canadians

SSHRC funds networking activities to allow researchers to interact and cultivate relationships with peers from other disciplines and partners from the private, public and not-for-profit sectors in Canada and abroad. Not only does this raise the profile of Canada and Canadians internationally, but collaborative, interdisciplinary and multisectoral approaches are increasingly necessary to accelerate the pace of discovery and to solve the complex issues facing the world today. SSHRC's support of networking activities allows Canadians to demonstrate leadership and sets the stage for Canadians' participation in the development of useful solutions.

2.4 Strategic Outcome 4.0: Institutional Environment—A strong Canadian science and research environment

Funding provided to institutions to maintain world-class research environments supports them in attracting and retaining the top researchers whose work is critical to Canada's science, technology and innovation system. Program activities in support of the institutional environment ensure that Canada has well-equipped, appropriately staffed research facilities that meet regulatory requirements and international accreditation standards and enhance Canada's reputation as a setting for research excellence. Other activities allow institutions to administer research projects and to provide the legal, marketing or financial services associated with commercialization.

Program Activity 4.1: Indirect Costs of Research

Indirect Costs of Research	
Description (as per PAA)	In Canada, the provincial and federal governments jointly support academic research. The provinces provide the basic physical infrastructure and, supported in part by the Canada Health and Social Transfer, direct and indirect operating costs. The federal government funds the direct costs of research, mainly through the three national research granting agencies—CIHR, NSERC and SSHRC. The term "indirect costs" refers to the central and departmental administrative costs that institutions incur to support research, but are not attributable to specific research projects. In its 2003 budget, the Government of Canada announced a new program to support the indirect costs associated with the conduct of academic research in institutions that receive research grant funds from any of the three federal granting agencies. This grant program recognizes the growing indirect costs of conducting publicly funded academic research. The program was created to help postsecondary institutions maximize the investments in research in one of two ways: secure additional support for the indirect costs of conducting research or support their mandates to teach and provide community services. By financing a portion of the indirect costs incurred by postsecondary institutions and their affiliated research hospitals and institutes, the federal government both supports world-class research facilities and addresses the needs of smaller Canadian postsecondary institutions. The Indirect Costs Program is administered by the SSHRC-hosted Canada Research Chairs Secretariat on behalf of the three national research granting agencies.
Expected results (as per PMF)	Universities and colleges have the necessary resources, research facilities and services to carry out and mobilize world-class research.

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
3	322.4	3	314.7	3	314.7

Note: As mentioned above, funding for the Indirect Costs of Research is allocated according to a formula. This formula is based on the amount of research funding an institution receives. Any reduction in research funding stemming from strategic review results in a concomitant reduction in the allocation for Indirect Costs support.

Planning Highlights

- In response to recommendations from the Indirect Costs Program evaluation carried out in 2008-09, SSHRC will collaborate with the university community to develop a methodology to assess the state of the research environment in Canada and will work to review the program's performance indicators.

Benefits for Canadians

The Indirect Costs Program is one way in which SSHRC acts to improve the overall climate for research. Canadians benefit, not just immediately but over the long term, from living in a society conducive to knowledge production, knowledge-sharing, and the rapid transformation of ideas into saleable and usable goods.

2.5 Program Activity 5.0: Internal Services

Program Activity 5.0: Internal Services

Internal Services					
Description (as per PAA)	Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management And Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.				
Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		**2011-12**		**2012-13**	
FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
128	16.6	128	16.1	128	16.1

Program Activity Summary

SSHRC and NSERC use a common administrative services model for their general administration and for services relating to human resources, finance, awards administration, and information and technology management. This shared approach has proven highly efficient. SSHRC has separate units providing corporate services related to governance, policy, planning,

statistics, program evaluation, performance measurement, audit, communications and international affairs.

Planning Highlights

- SSHRC will continue to transform its business tools and processes, with the aim of creating efficiencies by developing a fully electronic and integrated grant application and award management system.
- SSHRC will implement specific components of its human resources strategy, known as the People Strategy.
- SSHRC will develop an action plan to address the new federal Policy on Transfer Payments.

Consistent with the management priorities highlighted above, SSHRC will continue to develop and practice integrated planning to support the development of: a multiyear strategic plan, an annual corporate plan, annual divisional plans and an annual budget plan. SSHRC will put greater emphasis on performance, evaluation and audit/risk analysis activities to ensure that programs and services are offered in a strategic, coherent and cost-effective manner and support a more results-oriented culture.

III. SUPPLEMENTARY INFORMATION

The following tables are available on the Treasury Board of Canada Secretariat website (http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp):

- Details of SSHRC's Transfer Payment Programs
- SSHRC Internal Audits
- SSHRC Evaluations
- SSHRC Sources of Non-Respendable Revenue